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MEMORANDUM FOR: Acting Director of Central Intelligence

FROM :
Chairman, DCI EEO Advisory Panel

SUBJECT : Elaboration on Panel Recommendations re Vacancy
Notices and Personnel Auditors

REFERENCE : Memo for DCI dtd 8 Nov 76 fr Chm, DCI EEO Advisory
Panel; subj: Career Management of CIA Employees

The following includes the Panel's elaborations on recommendations #6 and #8 contained in Reference:

1. Creation of a Central Repository for Vacancy Notices

We presently have information in the Agency in both ADP as well as paper form; information essential to the reassignment and career development of Agency personnel. Essentially, this information embodies vacant positions (vacancy notices), the distribution of occupational specialties (position control register), and the developmental profiles for career specialties in Agency employment (Part II of the PDP).

This information could be assembled, stored, colated, and retrieved in a straightforward ADP system. In other words, the system would be computer-supported; the data base would be on-line with a simplified interactive and free text query capability. It would be maintained and updated by the Office of Personnel with remote access terminals in assigned locations in the Headquarters building and specially identified local Washington area locations.

The system as proposed would allow employees and career management officers the following services on an on-line, real time basis:

- a. In consultation with the career management officers, employees would be able to identify existing vacancies for their occupational specialties throughout the Agency.
- b. Employees would be able to identify the distribution of specified occupational specialties in the Agency.

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c. The developmental training for the various career tracks of these occupational specialties would be available for counseling and career planning for employees, supervisors, and career management officers.

The proposed system would permit timely promulgation of vacancies as they occur. It could also be self-monitoring by reviewing and querying the validity of existing vacancy notices on a periodic basis. The system could be entirely current as an adjunct to the position control register which is presently computerized. Furthermore, the system would eventually allow simple expansion to include specific career tracks in each occupational specialty as they are developed by each career subgroup.

The availability of such a system to career management officers, supervisors, and employees would make career counseling Agency-wide in its scope and realistic in identifying options. For example, a GS-9 Electronic Technician presently pursuing college studies toward a degree in economics desires to orient his after-hours college program to place him, on receiving his degree, in the most favorable position for employment as an economist with the Agency. The system as proposed would reveal the extent to which the Agency employs economists and identify those Agency components employing economists. This would allow him to find his academic studies by interviews with the identified components. Follow-on development of the proposed program may include the storage of career tracks and employee-related information.

The Panel believes that the proposed system could play an important role in the enhancement of morale by seeking a more dynamic role in career management and it would also enable management to realize improved utilization of skills and talents of their respective employees.

2. Establishment of an Audit System of Agency Career Management

To assure compliance with statutory requirements concerning the use of allocated fiscal and materiel resources, the Agency operates an extensive and thorough audit system. Legislation and Executive Orders over the past fifteen years have increasingly applied these same concerns to the management and utilization of Federal Government personnel. The growing climate of personnel reduction and budget tightening make such concerns in the utilization of our human resources all the more imperative and attractive.

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One means of insuring compliance with statutory EEO requirements and carrying out the thrust of Presidential direction in personnel development would be to establish a similar audit mechanism for Agency management of its human resources -- to create, in effect, a Human Resources Audit Staff.

Such a Staff need not be large, and should be composed of officers in grades GS-12 through GS-15 possessing significant experience in personnel management and career development. It should function across all Directorates of the Agency, perhaps as an adjunct to the Director's Executive Staff.

Essentially, the function of the audit staff would be to review with management the development and selection for advancement of their employees, and to assure that opportunity for career enhancement is operationally equal for all.

The proposed audit staff would not be limited to minority and women personnel since the ultimate purpose of auditing human resource use is to certify the sound management of all personnel essential to Agency efficiency and effectiveness.



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